Developing and Enhancing High-Performance Teams

6th Annual SIOP Leading Edge Consortium

General Chair: Gary Latham Co-Chairs: Deb Cohen and Scott Tannenbaum

Leading Edge Consortium
October 22–23, 2010 • Tampa, Florida

October 22–23, 2010
Tampa, Florida, Grand Hyatt Tampa Bay

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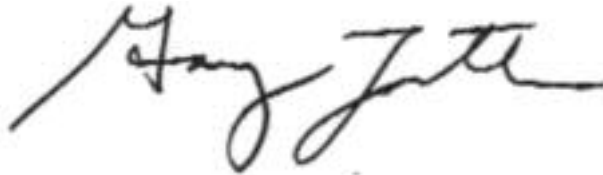*(portfolio insert)*

A Word About Networking Dinners

Networking dinners will take place Friday evening after our reception at a number of local restaurants. This optional event is an opportunity to join your colleagues for a relaxing discussion of topics of the day at a top Tampa restaurant. The sign-up process was conducted online in advance of the consortium. Several slots are still available to sign up for during the conference, but this must be done no later than noon Friday. Seating is limited, and you will be responsible for the cost of dinner. Two restaurants are on the Grand Hyatt property. Motor coach transportations will be provided for the others.

From the Consortium Chair

Welcome to Tampa and the 6th Annual SIOP Leading Edge Consortium. This event promises to continue the consortium's fine tradition of high-quality and innovative programming in an environment especially suited for interaction. This year we are pleased to present expert advice from top business leaders and scholars on developing and enhancing high-performance teams. I want to thank them for sharing their time and expertise with us. I would also like to thank you, the attendees, for sharing this experience. A special thank you goes to the co-chairs: Scott Tannenbaum and Deb Cohen. Their help in planning this event was invaluable. Finally, I would like to thank our sponsors for making this wonderful event a reality. I hope you will find this event to be entertaining and stimulating, as well as educational.

Gary Latham
LEC General Chair

What is SIOP?

The Society for Industrial and Organizational Psychology is a division within APA that is also an organizational affiliate of APS. The Society's mission is to enhance human well-being and performance in organizational and work settings by promoting the science, practice, and teaching of industrial-organizational psychology. Towards this end, SIOP:

- Supports SIOP members in their efforts to study, apply, and teach the principles, findings, and methods of industrial-organizational psychology
- Provides forums for industrial-organizational psychologists to exchange research, insights, and information related to the science, practice, and teaching of industrial-organizational psychology
- Identifies opportunities for expanding and developing the science and practice of industrial-organizational psychology
- Monitors and addresses challenges to the understanding and practice of industrial-organizational psychology in organizational and work settings
- Promotes the education of current and future industrial-organizational psychologists
- Promotes public awareness of the field of industrial-organizational psychology

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2010 Leading Edge Consortium Agenda
Developing and Enhancing High-Performance Teams

◼ Thursday, October 21 ◼

4:00–8:30 p.m.–Registration, Registration Office–1st Floor
6:00–7:00 p.m.–Speed-Mentoring Session, Sandhill Crane Room
7:30–9:00 p.m.–Welcome Reception, Oystercatchers Patio

◼ Friday, October 22 ◼

7:00–9:30 a.m.–Registration
8:30 a.m.–5:00 p.m.–Program
5:30 p.m.–7:00 p.m.–Reception
6:30 p.m.–Networking Dinners, various locations

7:30–8:30 a.m.—Continental Breakfast–Audubon Foyer

8:30–8:45 a.m.—Welcome/Introduction–Gary Latham, Consortium General Chair, Audubon B-F

8:45 –9:30 a.m.—Keynote Address: *Overcoming Silent Barriers to Team Performance: The Role of Organizational Learning in Shaping the Context for Team Performance and Commitment*
Twenty years of action research has revealed six silent barriers causal to poor senior- and lower-level team performance and commitment. A structure and process for honest, collective, and public conversations that makes these silent barriers discussible and develops and enhances team performance will be described. Cases, examples, and evidence will be presented.
Michael Beer, TruePoint

9:30–10:10 a.m.—*Three Essentials for Leadership Teams*
Leadership teams regularly fail to live up to their considerable potential, but it doesn't have to be that way. Drawing on a multiyear study of 120 leadership teams from around the world, this presentation identifies three core challenges to the design of leadership teams and three essential design conditions that enable teams of leaders to engage their collective talents in a collaborative form of leadership that results in better alignment throughout the organization and a more successful enterprise.
Ruth Wageman, **Harvard University**

10:10–10:40 a.m.—Break, Audubon Foyer

10:40–11:20 a.m.—*Developing Teams to Lead Strategic Change: Lessons From the Field*
Real strategic change takes leadership, which rarely comes from one leader alone. Strategic leadership teams collaborate to enhance the long-term sustainability of the organization. Developing these teams to operate for the good of the whole organization is key. This session explores lessons from the field in developing these teams.
Kate Beatty, Center for Creative Leadership

11:20–12:00 Noon—*Creating a Culture That Allows Teams to Succeed*
Even good teams that work well together can fail or can "succeed" at the wrong things. Creating an environment and a culture that allows teams to succeed and ensures that they are achieving the right outcomes is no easy thing. This presentation will cover lessons, from years of study and experience, for changing an organization to develop successful teams.
Col. Casey Haskins, **United States Army**

12:00 Noon–1:15 p.m.—Lunch–Audubon A

1:15–2:15 p.m.—Panel: *Leadership and Team Effectiveness*
Our leadership presenters take questions from the floor and compare perspectives.
Facilitator: **Deb Cohen**, *Consortium Co-Chair*

2:15–3:30 p.m.—Panel: *Competencies, Composition, and Debriefing*
    Eduardo Salas, University of Central Florida: *Evidence-Based Solutions for Team Development: Competencies and Learning Strategies*
In the past 25 years, there has been an explosion of team-performance and team-training research. And much progress has been made. This presentation will highlight what we know (so far) about the required teamwork competencies, what makes an effective team, and what are the team-based instructional strategies that work for enhancing these competencies. The presentation will be a unique opportunity for participants to learn about the hallmarks of effective teams and about what works to enhance team effectiveness.
    John Mathieu, University of Connecticut: *Achieving Optimal Team Composition for Success*
Everyone agrees that establishing the "right chemistry" is vital for team success, but how do we do so? I will outline an approach that simultaneously maximizes (a) fitting people into roles, (b) establishing important team characteristics (e.g., functional diversity), and (c) ensuring that key competencies are resident in teams.
    Scott Tannenbaum, Group for Organizational Effectiveness: *Conducting Team Debriefs That Work: Lessons From Research and Practice*
Debriefs, or after-action reviews, are one of the most promising and cost-effective ways to enhance team effectiveness. Unfortunately, most teams do not naturally conduct effective debriefs. This presentation provides insights about how to structure and conduct debriefs in work or team-training settings to efficiently enhance team performance.

3:30–4:00 p.m.—Break, Audubon Foyer

4:00–4:45 p.m.—Best Practices Breakout Group Discussions
This is a chance to compare team needs and best practices with other participants.

4:45–5:00 p.m.—Rapid Thoughts and Wrap Up
Facilitator: **Scott Tannenbaum**, *Consortium Co-Chair*

5:30–7:00 p.m.—Reception, Audubon Promenade

6:30–10:00 p.m.—Networking Dinners, various area restaurants

▣ Saturday, October 23, 2010 ▣
7:00–8:00 a.m.—Registration/Help Desk
8:30 a.m.–1:45 p.m.—Program

7:30–8:30 a.m.—Continental Breakfast–Audubon Foyer

8:30–9:30 a.m.—Keynote Address: *Shared Team Leadership: What Goes Wrong and How to Get It Right*
Both scholars and practitioners are moving beyond the traditional view of team leadership as a solo activity, but shared leadership is far easier to espouse than to achieve. Drawing on research on musical ensembles, intelligence analysis teams, patient care teams, and top management teams, this talk identifies the conditions that foster the emergence of shared leadership in purposive teams.
Richard Hackman, Harvard University

9:30–10:30 a.m.—Applications: *Virtual Teams and Team Training/Simulation*

Deb Cohen, SHRM: *Virtual Teams: Challenges and Opportunities*

This session will cover what is currently known about the effectiveness of virtual teams and will highlight some of the common challenges or barriers to success. The session will also cover what is known about the positive impact of virtual teams. Two examples of large-scale virtual teams will be presented as "living cases" and will describe how these virtual teams came to be, what the successes have been, and what continuing challenges are faced.

The objective of the session is to demonstrate through application the benefits and drawbacks of virtual teams. Lessons learned will be shared with an eye toward participant takeaways that can be used at a later time.

Eduardo Salas, University of Central Florida: *Can Team Training Enhance Teamwork in Organizations? What Works...*

The session will discuss how team training may be used to accelerate team expertise and will outline principles to optimize TT with the goal of turning teams of experts into expert teams. Methods of developing and maintaining explicit links among training requirements, exercise design, observation, and feedback will also be covered.

10:30–11:00 a.m.—Break, Audubon Foyer

11:00–12:00 a.m. —Applications: *Teamwork in Medical and Healthcare Settings*

Heidi King, Department of Defense Patient Safety Program: *Using Teamwork to Build a Culture of Safety in Healthcare: The DoD Journey*

Building a safe healthcare system that reliably provides high-quality care involves a long-term journey of cultural change. The U.S. Department of Defense Patient Safety Program (PSP) has been leading a significant part of this journey in the Military Healthcare System (MHS) for the past 5 years. Specifically, the DoD PSP has been involved in the development and implementation of the Team Strategies and Tools to Enhance Performance and Patient Safety (TeamSTEPPS®) program across all varieties of service lines. This presentation will focus on lessons learned from the development and large-scale implementation of TeamSTEPPS® across the MHS. This includes descriptions of the overall model and process of change implemented in the DoD, the development of a set of transportable teamwork competencies germane to healthcare contexts, critical success factors for effective implementation of teamwork initiatives, as well as the key challenges in sustaining the gains in team performance and safety over time. Although the DoD safety journey is still underway, great successes have been achieved and teamwork has been a cornerstone of this progress.

Michael West, Aston University, UK: *I-O Psychology in Healthcare Services–The UK National Health Service*

This presentation describes how staff management predicts patient mortality in hospitals. Data also reveal the costs of poor staff health and well-being. Compelling data show how real as opposed to pseudo team working in healthcare organizations predicts a variety of staff and patient outcomes. The conclusion is that organizational culture and values are fundamental to the delivery of effective healthcare.

12:00–12:15 p.m.—*Summary, Themes, and Takeaways*
Deb Cohen and Scott Tannenbaum

12:15–1:00 p.m.—Lunch–Audubon A

1:00–1:45 p.m.—Future Plans Meeting (optional session)
Facilitator: **Eduardo Salas**

Handbooks & Handbook Chapters

These convenient references provide a general overview of teams. As such, they provide a starting point for research and practice by offering a thorough explanation of the theories, practices, inputs, processes, and outcomes associated with teams in a variety of contexts.

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Team Composition

To thoroughly understand teams, it is critical to understand the foundation of teams: the individuals who comprise them. References below focus on issues related to selection, size, diversity, individual differences (like cognition), and various configurations and types of teams.

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Team Processes & Emergent States

Teams are effective because they engage in processes that work. The references in this section focus on both processes (i.e., what teams do) and emergent states (i.e., what teams think and feel), and how those processes and emergent states affect performance outcomes.

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Team Outcomes

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Team Leadership & Team Management

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Training & Development

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King, H. B., Kohsin, B., & Salisbury, M. (2005). System-wide deployment of medical team training: Lessons learned in the Department of Defense. In K. Henriksen, J. B. Battles, E. S. Marks, D. I. Lewin (EDS.), *Advances in Patient Safety: From Research to Implementation* (Vol. 3, pp. 425–435). Rockville, MD: Agency for Healthcare Research and Quality.

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Salas, E., Guthrie, J. W., & Burke, C. S. (2009). Why training team decision making is not as easy as you think: Guiding principles and needs. *Decision making in complex systems.*, Aldershot, UK: Ashgate.

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Tannenbaum, S. I., Beard, R. L., & Salas, E. (1992). Team building and team effectiveness: An examination of conceptual and empirical developments. In K. Kelley (Ed.), *Issues, theory, and research in industrial/organizational psychology* (pp. 117–153). Amsterdam: Elsevier.

Tannenbaum, S. I., Salas, E., & Cannon-Bowers, J. A. (1996). Promoting team effectiveness. In M. West (Ed.), *Handbook of work group psychology* (pp. 503–529). Sussex, UK: Wiley.

Tannenbaum, S. I., Smith-Jentsch, K. A., & Behson, S. J. (1998). Training team leaders to facilitate team learning and performance. In J.A. Cannon-Bowers & E. Salas (Eds.), *Decision making under stress: Implications for training and simulation* (pp. 247–270). Washington, DC: APA.

Virtual Teams

Today's global economy has resulted in teams that often never see one another (i.e., virtual teams). Researchers are now focusing on these teams to determine if findings regarding face-to-face teams can carry over to virtual teams or if effectiveness is dependent on other variables. Therefore, we devote a special section to virtual team research, focusing on processes, emergent states, and outcomes.

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Driskell, J., Radtke, P., & Salas, E. (2003). Virtual teams: Effects of technological mediation on team performance. *Group Dynamics: Theory, Research, and Practice, 7,* 297–323.

Duarte, D. L., & Snyder, N. T. (1990). Mastering virtual teams: Strategies, tools, and techniques that succeed. San Francisco: Jossey-Bass.

Jarvenpaa, S. L., Knoll, K., & Leidner, D. E. (1998). Is anybody out there? Antecedents of trust in global virtual teams. *Journal of Management Information Systems, 14*(4), 29–64.

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Leonard, D., Brands P., Edmondson A., Fenwick J. (1998). Virtual teams: Using communications technology to manage geographically dispersed development groups. In S. Bradley, & R. Nolan (Eds.), *Sense and respond: Capturing value in the network era.* Cambridge, MA: Harvard Business School Press.

Lipnack, J. & Stamps J. (1997). *Virtual teams: Reaching across space, time and organizations with technology*. New York: Wiley.

Maznevski, M. & Chudoba K. (2000). Bridging space over time: Global virtual team dynamics and effectiveness. *Organizational Science, 11*(5), 473–492.

Townsend, A., DeMarie, S., & Hendrickson A. (1998). Virtual teams: Technology and the workplace of the future. *Academy of Management Executive, 12*(3), 17–29.

Web Sites

This is a list of Web sites of professional organizations and forums that include education, research, communication, and specialized material in regards to teams and groups. Some are context specific and others more general.

Society for Industrial Organizational Psychology: http://www.siop.org/

Interdisciplinary Network for Group Research (INGRoup): http://www.ingroup.info/

The Center for Group Studies: http://www.groupcenter.org/

Center for Interdisciplinary Research on Teams: http://web.tepper.cmu.edu/cirt/

Kellogg Team and Group Research Center: http://www.kellogg.northwestern.edu/research/ktag/

Forsyth's Group Dynamics Resource Page, University of Richmond: https://facultystaff.richmond.edu/~dforsyth/gd/

Research Center for Group Dynamics, University of Michigan: http://www.rcgd.isr.umich.edu/

Teampedia: Tools for Teams: http://www.teampedia.net/wiki/index.php?title=Main_Page

Teams & Teamwork, NASA Headquarters Library: http://www.hq.nasa.gov/office/hqlibrary/ppm/ppm5.htm

Interpersonal Relations & Group Dynamics, NASA Headquarters Library: http://www.hq.nasa.gov/office/hqlibrary/ppm/ppm29.htm

TeamSTEPPS: http://teamstepps.ahrq.gov/